

# Analysis of Company Performance with The Balanced Scorecard Perspective Approach to Improving The HR Of PT. Pos Indonesia (Persero) Cimahi

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**Abstract:** *Balanced scorecard is an alternative performance measurement that aims to combine financial and non-financial performance measures. This measurement is the result of a process based on the mission and strategy of a company. In facing the transformation of the information age competition, changes in the business environment have prompted companies to re-evaluate how to manage the business so that they can compete and generate revenue as targeted by the company. Companies need to monitor various aspects of performance measurement to achieve profit competitiveness in the future. Many companies still make the financial side which is used as a benchmark of the company's strategic plan. Financial valuations are no longer enough to reflect actual performance. With this we need a performance measurement method that can assess company performance accurately and comprehensively with the Balanced Scorecard concept that measures company performance from four perspectives, namely financial perspective, customer perspective, internal business perspective and finally the growth and learning perspective. The results of this study are the company's performance on a financial perspective produces poor performance results, the performance of PT. Pos Indonesia Cimahi from a customer perspective shows better results. From the perspective of internal business processes, the improvement of the company's performance is getting better. Based on the measurements made, that the company's performance in the perspective of learning and growth shows better results.*

**Keywords:** *Balance scorecard, performance, financial perspective, customer perspective, internal business perspective, growth and learning perspective, strategic planning.*

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## I. INTRODUCTION

PT. Pos Indonesia (Persero) is a state-owned company that is engaged in the service of shipping goods, sending letters, documents, money, and other service activities to meet the needs of the community at large. To meet these needs, PT. Pos Indonesia (Persero) must be able to compete with other similar companies. In large companies such as PT. Pos Indonesia (Persero) Cimahi of course the scope and activities of the company are very broad and complex, because the number of employees and the volume of company activities is getting bigger and bigger. Where the work done by employees is less than optimal, the target work is less able to be completed properly. Discipline is the main factor affecting the work of an employee in the company, the problem in this study is how the company's performance PT. Pos Indonesia (Persero) Cimahi if measured using the Balanced Scorecard analysis. It is not impossible that companies or agencies will gradually experience a deficit in

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HR quality if their performance is less than optimal. Therefore, the Balance scorecard method is used as a measure of company performance using four perspectives, namely: perspective of growth and learning, internal business process perspective, customer perspective, and financial perspective. Based on experience in companies that implement balanced scorecards, it is known that there has been an improvement in company performance from year to year (Arwinda, 2015). because all employees in the company clearly understand that the activities, they do affect the success of achieving the company's vision and mission and company strategy as well.

## II. METHODOLOGY

### *Balance Scorecard*

The Balanced Scorecard consists of two words: (1) scorecard and (2) balanced. A score card is a card used to record a person's performance score (Vera Devani, 2015). Scorecards can also be used to plan scores to be realized by personnel in the future. Through the scorecard, the scores that personnel wish to realize in the future are compared with actual performance results. The results of this comparison are used to evaluate the performance of the personnel concerned. The word balanced is intended to

### *Performance*

According to Mardiasmo quoted by Sukma, performance is a picture of the level of achievement of the implementation of a policy in realizing the goals, objectives, mission and vision of the organization in the work plan of an organization (Sukma, 2013).

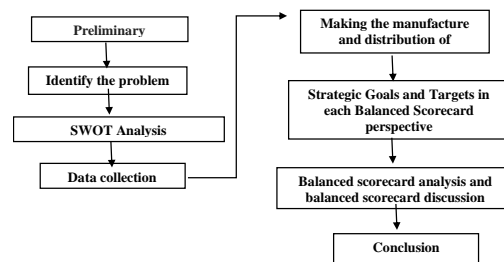
### *Strategic Planning*

Strategic planning is the process of program planning to be carried out by the company and the estimated amount of resources that will be allocated to each long-term program over the next few years. Quoted from Aji Wahyudi, strategic planning focuses more on identifying and solving issues (Wahyudi, 2016).

### *HR Performance*

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The research method used is a qualitative method that investigates a social phenomenon and human problems (Irkhamiyati, 2017). Data collection techniques used are interviews, questionnaires, and documentation. Interviews are used to analyze internal business processes that will be conducted by means of question and answer to interested parties in the HR section. The questionnaire was distributed to obtain information from respondents regarding the four perspectives of the balance scorcard. And documentation is data collection by using records



### 1. Preliminary study

At this stage a Literature Study is carried out to make a comparison or evaluation of each reference with a relevant case or problem and see how to solve the problem. So it can be said that the company's performance is a condition display of the results of the evaluation of the activities or work that has been done by looking at the comparison of the achievement of targets against the criteria that have been there and compiled by the previous company (Kristanto, 2015).

2. *Identify the problem*

Identify problems related to performance at PT Pos Indonesia (Persero) Cimahi then gather information to be used as material for analysis in research.

3. *SWOT Analysis*

In companies need to do a SWOT analysis so that it can be known what the problems they are experiencing (Noor, 2014).

4. *Data collection.*

Data collection is important because it will guide the reader to understand the research process appropriately [9] by conducting direct interviews with the head of the human resources department, financial data documentation, and staffing data.

5. *Making the manufacture and distribution of missionaries*

The making of the questionnaire was based on the results of the draft KGI, CSF and KGI that had been made, distributing questionnaires to customers and employees of PT Pos Indonesia (Persero) Cimahi.

6. *Strategic Goals and Targets in each Balanced Scorecard perspective*

7. *Balanced scorecard analysis and balanced scorecard discussion*

The balanced scorecard is a comprehensive performance measurement system that covers financial and non-financial aspects, the Balanced Scorecard was created to overcome problems regarding performance weaknesses (Edwin Radithya, 2011)

relating to past data to examine existing problems. There are steps in the research stages as below:

1. **Scientific Analysis**

The method of measurement in the Balanced Scorecard is to measure equally between one perspective with another perspective with the benchmarks of each perspective. The balance criteria are used to measure the extent to which our strategic objectives are balanced in all perspectives.

Scores in the balance criteria table are standard scores, if all aspects of the company's performance are "good". Scores are awarded based on the following rating scale:

Table 1. Rating Scale

Score	Rate
-1	Poor
0	Faor
1	Good

The strategic objectives of the balanced scorecard analysis are set based on the vision and mission and strategies in the SWOT analysis. The framework of thought for its strategic goals can be seen in table 2.

Reference to setting strategic goals	Strategic goals	
<p>VISION</p> <p>PT POS INDONESIA always strives to be a world-class provider of communication facilities that care for the environment managed by professional human resources so that they are able to provide the best service to the community and grow and develop according to a sound business concept.</p>	The level of service quality, customer satisfaction	<p><b>Financial Perspective</b></p> <p>Financial performance measures provide a clue whether the company's strategy,</p>
<p>MISSION</p> <p>Commit to customers to provide services that are always on time and the best value</p>	Customer satisfaction, loyalty and customer trust	
<p>SO strategy from SWOT analysis</p> <ol style="list-style-type: none"> <li>1. Productivity increases</li> <li>2. Broad marketing network</li> <li>3. Firm financial strength</li> <li>4. Have a good corporate image</li> </ol>	<p>Customer satisfaction.</p> <p>The rate of growth of company profits.</p> <p>The level of financial performance</p> <p>Customer trust, employee discipline</p>	
<p>WO strategy from SWOT analysis</p> <ol style="list-style-type: none"> <li>1. Improve the quality of human resources</li> <li>2. Utilization of technology for product</li> <li>3. Offering quality products to capture market share.</li> <li>4. Availability of information</li> </ol>		
<p>Critical Success Factor (CSF)</p> <ol style="list-style-type: none"> <li>1. The period of delivery of products with a maximum limit</li> <li>2. Service complaints during working hours</li> </ol>	<p>Level of service</p> <p>Customer Satisfaction</p>	

implementation and implementation contribute or not to increase corporate profits. This perspective consists of several main measures, as below:

a. Return on Investment (ROI) ROI is a ratio used to determine the rate of return on investment within a certain time period.

$$Return\ on\ investment = \frac{Net\ Profit}{Total\ Asset} \times 100\%$$

b. Return on Equity (ROE) is a ratio that shows a company's ability to generate net profit

$$\text{Return on equity} = \frac{\text{Net income}}{\text{Equity}} \times 100$$

**Customer Perspective**

In the customer perspective seen from the company's ability to maintain relationships with old customers, attract new customers, customer satisfaction with the services that have been provided by the company, and the level of company profits for a particular business segment. There are two customer perspective measurement groups, the first group is called the core measurement group, which consists of 5 (five) interrelated benchmarks, as follow:

- a) (market share), which is measuring the proportion of the market segment controlled by the company.
- b) (customer retention), which is the company's ability to maintain relationships with old customers.
- c) (customer acquisition), which is the company's ability to attract new customers.
- d) (customer satisfaction), which is measuring the level of customer satisfaction with the services provided by the company.
- e) (customer profitability), namely measuring the level of profit

**Internal business process perspective**

The process is a series of activities to generate added value for customers by increasing service innovation, capacity to use information technology, and optimizing IT investment.

**Learning and growth perspective**

This learning and growth perspective focus on the HR department to improve HR at PT. Pos so that each becomes a competent employee which will ultimately produce excellent performance for the company by conducting training and developing employees. There are three main categories measured in this perspective, namely:

- a. Employee competence
- b. Carrying capacity of technology
- c. Culture, motivation

III. RESULT AND DISCUSSION

After calculating all indicators in each perspective, the overall performance results by using the balanced scorecard method in the company PT. Pos Indonesia (Persero) Cimahi is as follows:

*Table 4. 1 Overall Company Performance Results of PT. POS Indonesia (Persero) Cimahi January-March 2019*

No	Indicator	Month			Average	Remarks
		January	February	March		
Financial Perspective						
1	ROI	3,04%	3,89%	17,11%	5,99%	Poor
2	ROE	3,20%	4,09%	18,09%	16,37%	Poor
Customer Perspective						
4	Acquisition	25,18%	16,87%	20,42%	20,82%	Pair
5	Retention	74,84%	83,15%	75,60%	77,86%	Good

6	Complain	0,0737%	0,1221%	0,0743%	0,0898%	Pair
Internal Business Process Perspective						
7	SCE	31,6%	34%	31,9%	32,44%	Pair
8	IT Utilization	44,77%	44,59%	48,09%	45,82%	Good
9	Process Time	43,85%	45,72%	47,97%	45,85%	Good
Growth and Learning Perspectives						
10	Retention	0%	0%	0%	0%	Pair
11	Training	5,26%	2,63%	2,44%	3,44%	Poor
12	Absenteeism	1,56%	1,56%	2,5%	1,87%	Pair

### Financial perspective

a. ROI, seeing the results of the acquisition (ROI) above shows that the company's performance from month to month has declined. This can be seen increasingly declining results obtained. In January it was 3.04% and in February it fell to (3.89%) and in March it fell again to (17.11%). Compared to the company average of (5.99%), the company's performance for this ratio is not good.

b. ROE, for acquisition (ROE) from month to month, this has decreased. This is due to the results obtained every month, the results always go down. In January it was 3.20% and in February it fell to (4.09%) and in March it fell again to (18.09%). Compared to the company average of (16.37%), the company's performance for this ratio is not good.

### Customer Perspective

a. Obtaining, to obtain a Cimahi Post Office customer the performance is quite good. This can be seen from the results of the acquisition of a percentage from month to month. For January the results obtained by 25.18% and for February decreased by 16.87% and in March it slightly increased by 20.42%. From the average results obtained which is equal to 20.82%, the performance to obtain customers is quite good.

b. Retention, for the customer perspective in maintaining customers the company's performance is good. This can be seen from the results of the acquisition of a percentage from month to month. For January the results obtained by 74.84% and for February slightly increased by 83.15% and in March decreased by 75.60%. From the average results obtained that is equal to 77.86%, the performance to retain customers is good.

c. Complaints, for an indicator of the number of customers who complain the results obtained are quite stable. In January the figure obtained was 0.0737% and in February it increased to 0.1221% and in March it decreased to 0.07243%. From the results of acquisition and compared with the average company that is equal to 0.0898%.

### Internal Business Perspective

a. SCE, for service cycle effectiveness (SCE) indicators, indicators from the perspective of internal business processes produce quite good performance. In January the results achieved were 32.6%. In February it rose by 34% and in March it fell again to 31.9%. From the average results obtained which is equal to 32.44%, the company's performance for this ratio is quite good.

b. Utilization of IT, for internal business perspective in the utilization of information technology, the company's performance is good. This can be seen from the results of the acquisition of a percentage from month to month. For January

the results obtained amounted to 44.47% and for February it slightly increased by 45.59% and in March it increased again by 48.09%.

c. process time, for internal business perspectives on improving results and speed of processing time for work is good. This can be seen from the results of the acquisition of a percentage from month to month. For January the results obtained amounted to 43.85% and for February it slightly increased by 45.72% and in March it increased again by 47.97%. From the average results obtained that is equal to 45.85%, the performance for the process time is good.

#### **Growth and Learning Perspective**

For the last perspective of the Balanced Scorecard, is the perspective of growth and learning, the performance for the indicators used is quite good. In retaining employees, the company's performance is quite good, and the results are the same in terms of employee absences. For indicators to retain these employees, the company has a fixed / stable number of employees in the last 3 months. In January to March the retention rate of employees is 0%, the result is a positive effort of the company so that overall company performance is good / stable. To provide training to employees, this company produces good performance so that this can help the company to improve their poor performance in the future.

#### **IV. CONCLUSIONS**

The conclusion of this research is the performance of the company PT. Pos Indonesia (Persero) Cimahi measured using the balanced scorecard (BSC) method with 4 (four) perspectives including financial perspective, customer perspective, internal business process perspective and learning and growth perspective consisting of several indicators in it producing a good results . Financial perspective performance results in poor performance. Compared to the average company, the performance is also just as poor. For ROI and ROE, the results go down from month to month, making the company work harder to improve its performance. In the customer perspective an increase in the number of company customers from month to month. The innovation process increases customer satisfaction and in maintaining its customers, the company has tried its best, the Company's performance at the customer's perspective shows better results. From the perspective of internal business processes, performance improvements for the company are getting better. The use of information technology and the speed of processing work time are increasing to make customers feel satisfied, for SCE the results obtained are enough. This can be seen from the results obtained from month to month and compared with the average company. Based on learning and growth perspectives show better results, an increase in the number of employees participating in training and development has an impact on improving employee performance, employee satisfaction and productivity so that it will have a beneficial impact on the company in the future.

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